

OPS CHIEFS

MINUTES, 9-11 Jul 96

ATTENDEES: Jill Pettibone, Executive Director, Contract Management Policy, DCMC-AQO
Dick Horne, DCMC HQ
John Colacchio, DCMDE Ops Chief
Ron Crandall, Special Programs Ops Chief (DCMC HQ)
Pete Landini, DCMDW Ops Chief
Major Dan Adams, DCMC Long Island
Ed Bridges, DCMC New York
Colonel Bob Brown, DCMC Long Island
Michael Carbone, DCMC New York
John J. Castellane, DCMC New York
Lorene Clerihew, Executive Secretary, DCMC Dallas-Fort Worth
Major Dave Glowacki, DCMC Allied Signal
Brenda Greene, DCMC New York
Bob Hunter, DCMC New York
George Macotsis, DCMC New York
Stephen N. Massas, DCMC Springfield
Betty Monroe, DCMC Long Island
Peter Prestin, DCMC New York
Kevin Snow, DCMC New York
Sal Vasile, DCMC New York
Michael Wagner, DCMC New York
Jeannette Wynne, DCMC Philadelphia
Joan Young, DCMC Long Island

DCMC New York hosted the District Ops Chiefs meeting on 9-11 Jul 96.

DCMC AQAC, under the leadership of Ted Case, will work on the FASST Charter. Input will be provided by the Ops Chiefs during their 15 Jul video teleconference (vtc). The roles must be clearly defined, and responsibility/accountability established.

NASA: The Kennedy Center will put their own Quality Assurance Representatives (QA) in plants. This will replace approximately twenty man-years of quality assurance that DCMC provided NASA in the past, including two full-time positions. E-Mail will be sent from DCMC headquarters to area Contract Administration Offices (CAOs) so that they will be aware of this.

Monthly Management Reviews (MMRs): Dick Horne from headquarters gave an in-depth briefing on what Gen. Drewes would like to see in future MMRs. MMRs and In-Process Reviews (IPRs) will be performed together; they will no longer be separate activities. Mr. Horne had several handouts showing format and content. A big challenge is that some of our top goals can't be controlled by DCMC, only influenced.

The attendees discussed in detail the top metrics and the reasons they were chosen. Ms. Pettibone explained that the intent was to align DCMC to the acquisition process and to demonstrate our value added to that process. Therefore, the metrics leap beyond what we looked at in the past (things under our control) to areas where we can influence the acquisition process to be better (things that may be outside our control). We need to go beyond our comfort zone so it is normal to feel a little unsure. We must make this leap to survive and prosper as an organization. Ms. Pettibone said she understands that there is a lot to do to make sure all DCMC employees understand the metrics. She is thinking of doing some short videos on each of the seven metrics, similar to the videos made for acquisition reform day.

ACTION: Ms. Pettibone to explore producing videos on the top seven metrics.

It was agreed that performance targets should be met at the district level, since that is where the information is collected. Each MMR will include briefing to performance and to budget. Each metric will be rated as green (target WILL BE met, based on analysis of current performance and/or resources allocated and process changes made), yellow (target LIKELY WILL NOT BE met, based on same analysis as green), and red (target WILL NOT BE met, based on same analysis as green). Each challenge/initiative/task will also be rated green, yellow, or red, based on milestones met and likely to be met.

The Jul and Oct MMRs will emphasize FY 96 metrics. The tentative schedule for FY 97 metrics is:

<u>Month 1</u> <u>(Sep 96)</u>	<u>Month 2</u> <u>(Nov 96)</u>	<u>Month 3</u> <u>(Dec 96)</u>
Right Item	Right Time	Right Price
Right Advice	Right Efficiency	#4 (Right Talent)
2.1.7	2.1 less 2.1.7	#5 (Right Talent)
		2.2
		2.3
		#3

District Commanders will give their state of the union; basically, the top seven. Districts brief performance. Headquarters will do initiatives. Anywhere a district is listed as OPR, that district will have to say something on initiatives (in FY 97 Business Plan), and they will have to brief to their responsibility. Each district op chief provided Ms. Pettibone with a list of their process owners. District Commander will have to talk to any "yellow" or "red". Ms. Pettibone identified for each district what performance metrics she will need input on from the districts. Ms. Pettibone will provide a schedule to headquarters process owners to follow in preparing for each of the months in the cycle, including dates for initial calls to district process owners.

For the 29 Jul briefing, the districts will be involved in 2.1.1.5, Contingency CAS; 2.2.1, Benchmarking; and 2.3.1.4, Performance Based Staffing Assessment.

Plant Clearance: The specific purpose for the plant clearance team is to determine a metric for plant clearance. The broad purpose is to explore the methodology/process for determining a measure.

Pricing: There is a group chaired by Molly Marshall looking at commercial pricing: should we be involved in commercial pricing; is there something we should be doing; what does it mean. Mike Williams is examining the Navy's "price fighters". The price fighters come up with independent government estimates. Mr. Williams is exploring to see if DCMC should be doing this.

Retraining QARs into Specialized Safety Specialists (John Zorich's presentation from May meeting): District East explored this. They determined that, for the present, there are enough Specialized Safety Specialists (SSSs) in CONUS, but they may not be in the right places. John Colacchio suggested that the SSS intern program be revived, but maybe expedited. Also, DCMC should look beyond just the GS-1910s. Mr. Colacchio also suggested building a request for this training into the Individual Development Plans (IDPs) on a 5-10 year plan. Ms. Pettibone said she would try to get someone at headquarters to

look into this in the fall. It was also determined that this type of plan would be a different issue in the area of software, due to the seven-year experience requirement for certification.

ACTION: Ms. Pettibone will assign someone at headquarters to look into this early in FY 97.

One Book Organization: Ms. Pettibone had handouts on the One Book Organization. Management and Business Processes are not in there yet. "The Right Advice" area will be the prototype. Included in the prototype will be mandatory requirements and suggested processes. If a suggested process is not followed in a location, there should be a consistent, documented process. Kathy Zelona is writing the prototype chapter.

Senior Functional Advisors (SFAs): There will be five categories of SFAs: ACO, pricing, quality, engineering, and production. At the headquarters level, the SFAs will be GS-15; at the districts, GS-14; and at the area level, GS-13. The SFA MAT (Management Action Team) is looking at the distribution of the area SFAs. It was decided to ask the MAT to look at distributing the SFAs demographically (such as 1:80, or one SFA for every 80 employees in that function), rather than organizationally, since it will not be feasible to have an SFA for each function in every CAO. Also, there should also be a geographical factor for widely dispersed areas. The MAT should have recommendations by the Aug Think Tank meeting. Also, the SFAs will replace the SMEs (Subject Matter Experts) present in some TAG groups. The SMEs will not be automatically "rolled over" into the SFA positions; they will have to compete for the SFA positions.

Property Management: Ms. Pettibone handed out the 26 Jun 96 Milestone Plan for Property Management. She said we need to get beyond what we can control to what we can influence. Reviews will be conducted by DCMC property administrators at the top 20 contractors with Government property in terms of acquisition value. Ms. Pettibone will see if this is at the corporate level, or at plant levels. We must refocus our thinking from records and accountability to (1) not acquiring property unnecessarily up-front, and (2) getting rid of unneeded property. The districts were tasked to make sure the DCAA regions are aware of these reviews, and why the reviews are important; there has already been communications regarding this at the DCMC and DCAA headquarters level. Ms. Pettibone will work with AQOE on putting more in the plan on the disposal part. The ops chiefs had these other suggestions for change from the 26 Jun plan: screening in-plant clearance areas (plant clearance in general); concurrent screenings of property; on terminations, some dollar limit on screenings; overhaul, restructure property area; prioritize areas; training (dilution of workforce skills -- maybe OJT rather than formal); the posting of property on the Internet is not being utilized; break the depreciation log-jam on Government property to make it easier to abandon or donate. The ops chiefs were asked to talk to their property people about the top 20 contractor list to determine how much of the Government property shown is actually major components that become a part of the product.

ACTION: Ms. Pettibone will forward Ops Chiefs' suggestions to Mr. Farley.

Past Performance: Ms. Pettibone handed out the Arthur Little Study on Past Performance. This study was commissioned by the Deputy Undersecretary of Defense for Acquisition Reform. Various DoD components are now reviewing and commenting on this study. Arthur Little recommends a conceptual model for a past performance approach within DoD. They say that use of past performance must be decided before collection is decided. They recommend an approach that looks at horizontal business sectors and develops which past performance information is relevant to those sectors. Then collection systems can be designed to the sector. More to come on this as the components provide their comments.

Lessons Learned: These are now supposed to be sent in monthly. Rather than individual, specific items, General Drewes was looking for overall "truths" gained from overall view of a collection of experiences. Pete Landini suggested we needed something for people to react to, such as: how to make your job easier or more efficient (or, what would you change, and why and how); these are the kinds of problems PCOs are having -- how did or would you solve this, or react to this; how did you solve this dilemma, or why don't you have this problem. Ms. Pettibone asked for ideas or problems we could start with. What is wanted is collective knowledge and wisdom that people take with them to early CAS, etc. (in interaction with customers) -- strategic, rather than tactical.

ACTION: Ms. Pettibone will send recommendation to Mike Williams.

Database Demo: Hector Colon-Baez demonstrated DCMC New York's QAR datafield workstation. There are also areas for contract, financial, production, and shipment data. Everything in the database can be linked into ALERTS, without having to input twice. They have a user's manual, and several contractors are using this system. It is a good system for small businesses that don't have administrative support. Pedro Cruz demonstrated DCMC New York's homepage. The information that customers use is password protected. They are waiting for permission to put their homepage on the Internet.

ACTION: Ms. Pettibone will forward information to Bob Schmitt.

The meeting was adjourned.

/s/

LORENE CLERIHEW
Executive Secretary
Ops Chiefs